



OIT

Governor's  
Office of Information  
Technology

# Impact of IT Consolidation on Project Management in Colorado

February 28, 2008

John Conley

State of Colorado Deputy CIO

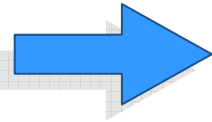


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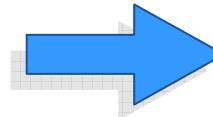
# Assessment of Statewide IT

*The following elements have resulted in the adoption of the strategy to consolidate*

Data Sources



Consistent Findings &  
Conclusions



OIT Strategic  
Plan

3rd Party Assessments	<p><i>Ritter Transition Team</i></p> <p>northhighland Highland Worldwide</p> <p>publicworks making good ideas work for the better</p> <p>CH2MHILL</p> <p>ciber</p> <p>APPLIED GEOGRAPHICS, INC. Empowering People with Spatial Solutions</p> <p>Gartner</p> <p>NAS CIO Empowering Civil Information Officers of the State</p> <p>BUSINESS OPERATIONS CONSULTING, LLC</p> <p>CENTER FOR DIGITAL GOVERNMENT www.centerfordigitalgo.com</p>	<p>Wasteful IT Spending</p> <p>Poor Enterprise-Wide IT Delivery</p> <p>Large IT / System Project Failures</p> <p>Poorly Aligned Technology Staff</p> <p>Lack of IT Strategy for the Enterprise</p> <p>Systems at Higher Risk</p> <p>Misaligned IT Portfolio</p>	<p><i>Consolidation of IT</i></p> <p>Secure and Protect IT Assets</p> <p>Effectively Manage IT Projects</p> <p>Optimize Spending for IT Decisions, Projects, and Technology</p> <p>Improve Service Delivery</p> <p>Establish Mechanisms for Innovative Operations</p>
Comparison to Leading States	<p><i>Michigan North Dakota</i></p> <p><i>Utah Virginia</i></p> <p><i>Texas Missouri</i></p> <p><i>Delaware</i></p>		
Investment Issues	<p><i>CSTARS Genesis</i></p> <p><i>HAVA CDOT ERP</i></p> <p><i>CBMS</i></p>		

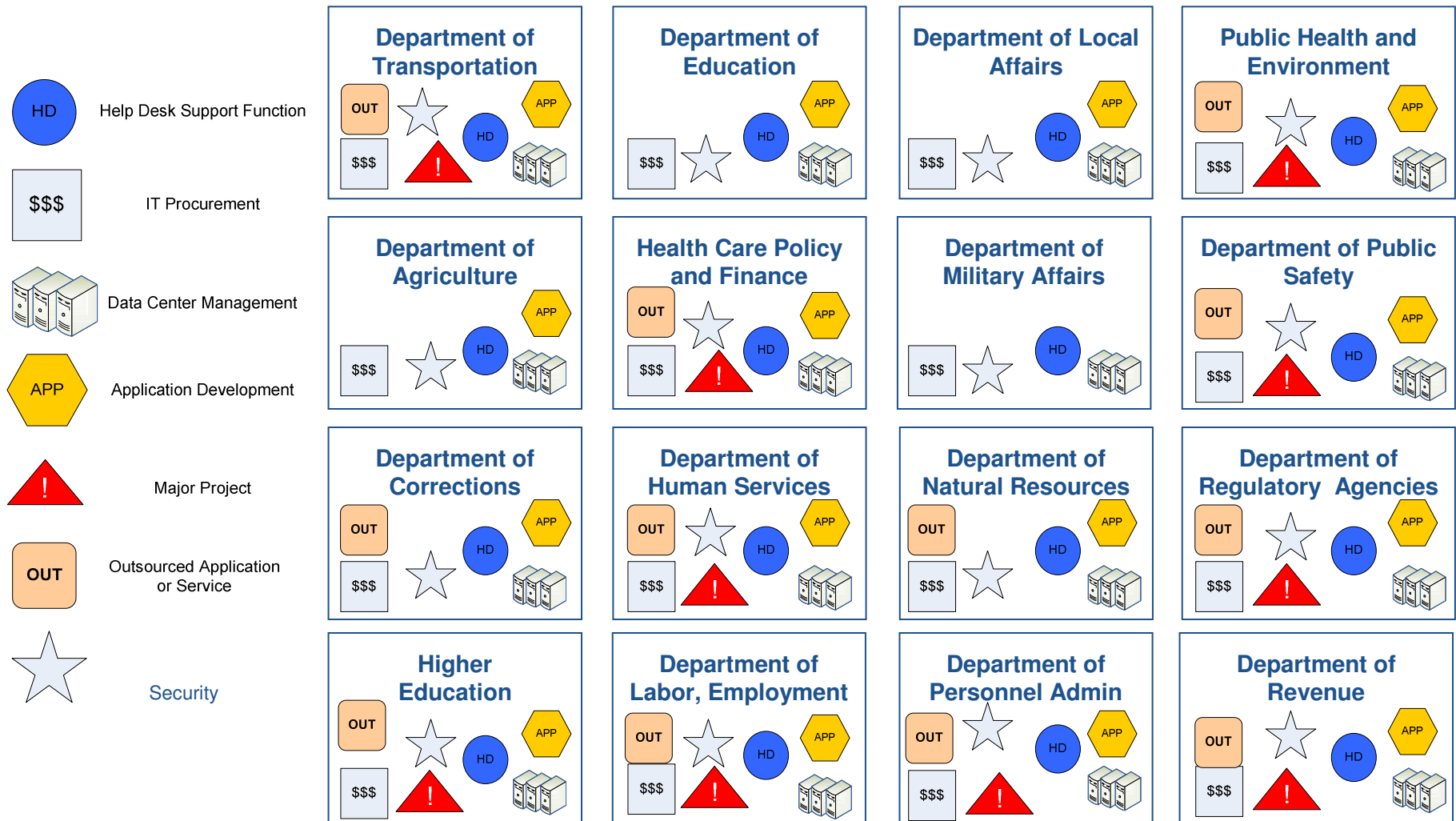
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# The Current Silo Structure of IT

With a decentralized environment, Departments are not effectively leveraging enterprise applications, services, and investments. Consolidation of enterprise services and resources helps the individual departments realize benefits and improve efficiency.





# Consolidation Plan

Preparation Phase		Identifiable Cost Savings		Complexity and Risk	
Level of Effort	Phase I Enterprise Standards / Processes	Phase II Infrastructure Consolidation	Phase III Service Consolidation	Phase IV Functional Consolidation	
	<ul style="list-style-type: none"> <li>Initiating</li> <li>Identify Consolidation Work Activities</li> <li>Scope Consolidation Work Activities</li> <li>Collect Service Requirements</li> </ul>	<ul style="list-style-type: none"> <li>Initiating</li> <li>Identify Consolidation Work Activities</li> <li>Scope Consolidation Work Activities</li> </ul>	<ul style="list-style-type: none"> <li>Initiating</li> <li>Identify Consolidation Work Activities</li> <li>Scope Consolidation Work Activities</li> <li>Collect Service Consolidation Requirements</li> <li>Define Business Value Proposition</li> </ul>	<ul style="list-style-type: none"> <li>Initiating</li> <li>Identify Consolidation Work Activities</li> <li>Scope Consolidation Work Activities</li> <li>Collect Service Consolidation Requirements</li> <li>Define Business Value Proposition</li> <li>Business Process Re-Engineering</li> </ul>	
	<ul style="list-style-type: none"> <li>Planning</li> <li>Plan Work Activity Dependencies</li> <li>Define Organizational Change</li> <li>Identify Funding for Work Activities</li> </ul>	<ul style="list-style-type: none"> <li>Planning</li> <li>Plan Work Activity Dependencies</li> <li>Define Organizational Change Timing</li> <li>Develop Staged Consolidation Plan</li> <li>Identify Funding for Work Activities</li> </ul>	<ul style="list-style-type: none"> <li>Planning</li> <li>Plan Work Activity Dependencies</li> <li>Define Resource Plans and Organizational Change</li> <li>Develop Staged Consolidation Plan</li> <li>Identify Funding for Work Activities</li> <li>Define Service Pricing</li> </ul>	<ul style="list-style-type: none"> <li>Planning</li> <li>Plan Work Activities Dependencies</li> <li>Define Resource Plans and Organizational Change</li> <li>Develop Staged Consolidation Plan</li> <li>Identify Funding for Work Activities</li> <li>Define Service Pricing</li> </ul>	
	<ul style="list-style-type: none"> <li>Executing / Controlling</li> <li>Execute and Manage Pre-Consolidation Work Activities</li> </ul>	<ul style="list-style-type: none"> <li>Executing / Controlling</li> <li>Execute and Manage Consolidation Work Activities</li> <li>Invoke Service Levels</li> <li>Establish Metrics Tracking and Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Executing / Controlling</li> <li>Execute and Manage Consolidation Work Activities</li> <li>Invoke Service Levels</li> <li>Establish Metrics Tracking and Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Executing / Controlling</li> <li>Execute and Manage Consolidation Work Activities</li> <li>Invoke Service Levels</li> <li>Establish Metrics Tracking and Reporting</li> </ul>	
	<ul style="list-style-type: none"> <li>Closing</li> <li>Review Lessons Learned for Subsequent Work Activities</li> </ul>	<ul style="list-style-type: none"> <li>Closing</li> <li>Review Lessons Learned for Subsequent Work Activities</li> </ul>	<ul style="list-style-type: none"> <li>Closing</li> <li>Review Lessons Learned for Subsequent Work Activities</li> <li>Business Value Proposition Validation</li> </ul>	<ul style="list-style-type: none"> <li>Closing</li> <li>Review Lessons Learned for Subsequent Work Activities</li> <li>Business Value Proposition Validation</li> </ul>	
	<b>Sample Work Activities</b> Hardware and Software Standards Staffing Analysis ePMO and EA Governance Service Requirement/Level Collection Service Provider Selection State of Colorado Inventories Organizational Change Plan	<b>Sample Work Activities</b> Data Center Consolidation Network Consolidation Server Management Consolidation Device Management Consolidation Disaster Recovery Implementation Asset Management Consolidation	<b>Sample Work Activities</b> Electronic Mail Consolidation Content Management Consolidation Identity Management Consolidation Network Services Consolidation Support Desk Service Consolidation Data Governance Definition and Implementation Procurement Consolidation	<b>Sample Work Activities</b> Business Function Governance and Implementation Finance Consolidation Human Resources Consolidation Payment Services Consolidation Constituent Data Consolidation Enterprise Function Consolidation	
<b>Metrics:</b> Standards Developed Services, Processes Defined Consolidation Plan (Service Provider ID'd) Resource Plan Developed		<b>Metrics:</b> # of Operational Data Centers # of Secured Ingresses/Egresses # of Servers Managed Core Platforms Implemented	<b>Metrics:</b> # of Types of Services # of Enterprise Services Data Governance in Place	<b>Metrics:</b> # of Enterprise Business Functions Enterprise Business Function Governance in Place	
Anticipated Duration: XX months		Anticipated Duration: XX months		Anticipated Duration: XX months	



# Defining the Executive Governance Committee

The EGC will provide senior-level enterprise oversight of active and certified IT projects. Specifically, it will:

- Ensures cross-departmental cooperation across the State.
- Provide communication to Executive Management (Governor, Executive Directors), as well as to the Legislature and the general public about the state of IT projects across the State.
- Acts as the escalation point for the project steering committees.
- Resolves major issues that need escalation beyond the project steering committees.
- Reviews Independent Verification & Validation (IV&V) reports and helps mitigate risks and issues with the project teams.
- Helps leverage IT and business resources across Departments.
- Helps identify projects and systems that can be used more effectively across the enterprise.



# Executive Governance Committee

The following organizational structure is recommended to oversee the major projects across the State:

<b>Agriculture and Natural Resources</b> <ul style="list-style-type: none"><li>• OIT Chair</li><li>• Dept of Agriculture (3)</li><li>• Dept of Natural Resources (3)</li><li>• OIT PMO Director (Non-Voting)</li></ul>	<b>Public Safety</b> <ul style="list-style-type: none"><li>• OIT Chair</li><li>• Dept of Corrections (2)</li><li>• Dept of Public Safety (2)</li><li>• Dept of Military / Veterans Affairs</li><li>• Dept of Local Affairs</li><li>• OIT PMO Director (Non-Voting)</li></ul>	<b>Finance</b> <ul style="list-style-type: none"><li>• OIT Chair</li><li>• Dept of Revenue (3)</li><li>• Dept of Reg Agencies</li><li>• Dept of State</li><li>• DOLA</li><li>• Treasury</li><li>• State Controller (Non Voting)</li><li>• OIT PMO Director (Non-Voting)</li></ul>	<b>Personnel and Labor</b> <ul style="list-style-type: none"><li>• OIT Chair</li><li>• DPA (3)</li><li>• CDLE (3)</li><li>• OIT PMO Director (Non-Voting)</li></ul>
<b>Health Care and Human Services</b> <ul style="list-style-type: none"><li>• OIT Chair</li><li>• Dept of Human Services (2)</li><li>• Dept of Health Care Policy and Financing (2)</li><li>• Dept of Public Health and Environment (2)</li><li>• OIT PMO Director (Non-Voting)</li></ul>	<b>Education</b> <ul style="list-style-type: none"><li>• OIT Chair</li><li>• Dept of Education (2)</li><li>• Dept of Higher Ed (3)</li><li>• Historical Society</li><li>• OIT PMO Director (Non-Voting)</li></ul>	<b>Transportation</b> <ul style="list-style-type: none"><li>• OIT Chair</li><li>• Dept of Transportation (4)</li><li>• DPA</li><li>• Dept of Revenue</li><li>• OIT PMO Director (Non-Voting)</li></ul>	

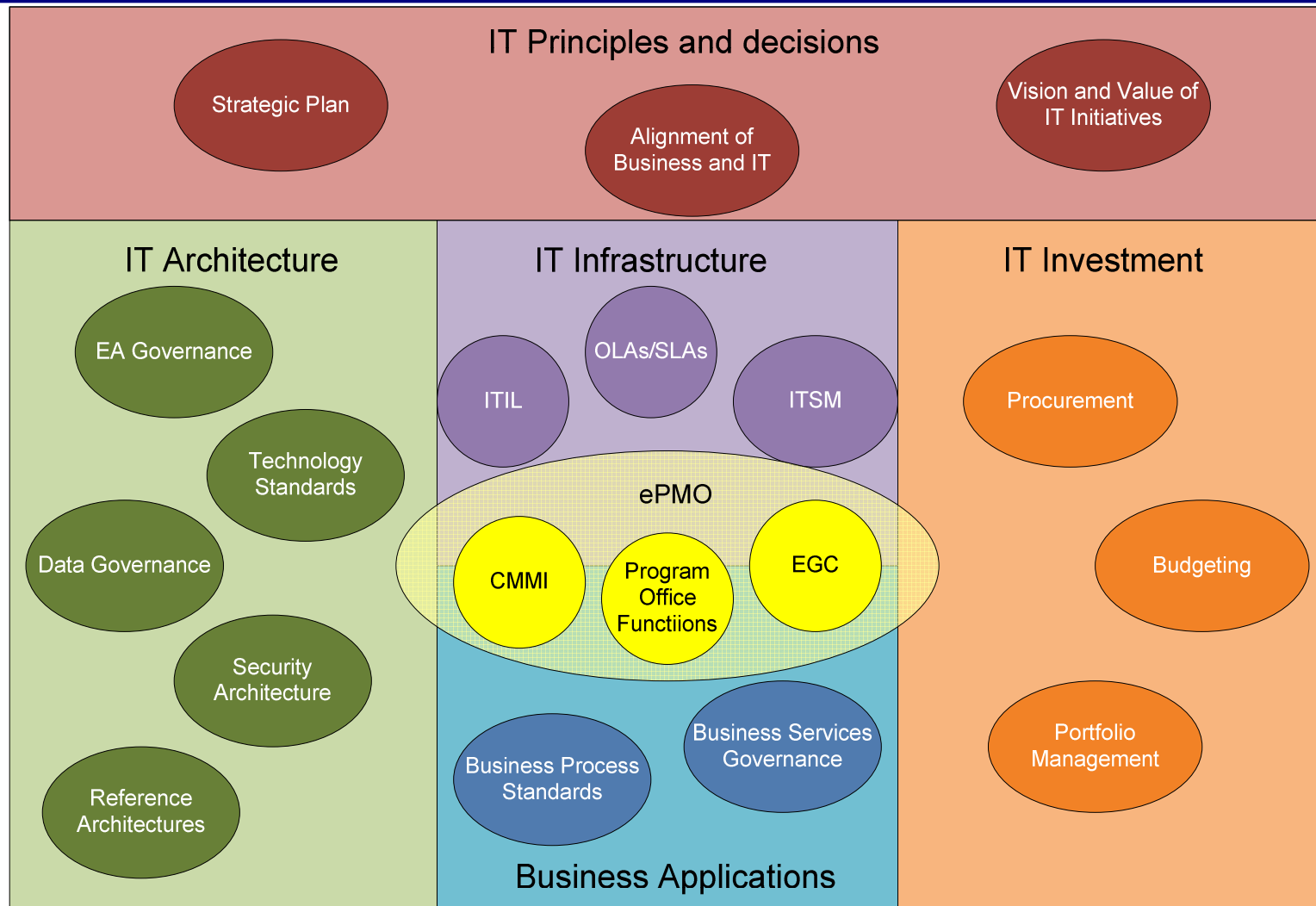
- Concept of a formal Program Management Office.
- Basis for aligning the business functions with information technology.
- Need to have strategic plan awareness embedded in the EGCs
- Planning to formalize a Program Management Office.
- ePMO would be responsible for the following:
  - Certification Process
  - Project Risk Profiling
  - Budget Review and Approval Process
  - Communication of project selection
  - And more







# Areas of Coordination





# Work in Progress

Effectively Manage IT Projects				
Objective	Initiative(s)	Owner	Success Criteria	Schedule/Progress
Continue to Implement Project Management Certification	Project Management Certification	W. Browning	% of certified PM's	Underway
Expand the Enterprise PMO	ePMO	J. Conley	PMO implemented and overseeing projects	Underway
Provide Enterprise Reporting of Large IT Projects				







# Project Management Certification

Purpose or Goal	Ensure that certified project managers, with domain expertise, are available to manage State of Colorado projects.
Deliverable	Number of certified project managers available in the state; projects identified as certified requiring additional levels of oversight.
Status	In progress
Analysis as Relates to Consolidation	Although this is valuable and should assist in the proper execution of projects, it does not directly facilitate consolidation.

- Goal is to develop core team of project managers.
- Need to determine the distribution, skill sets, and usage of state-wide project managers.



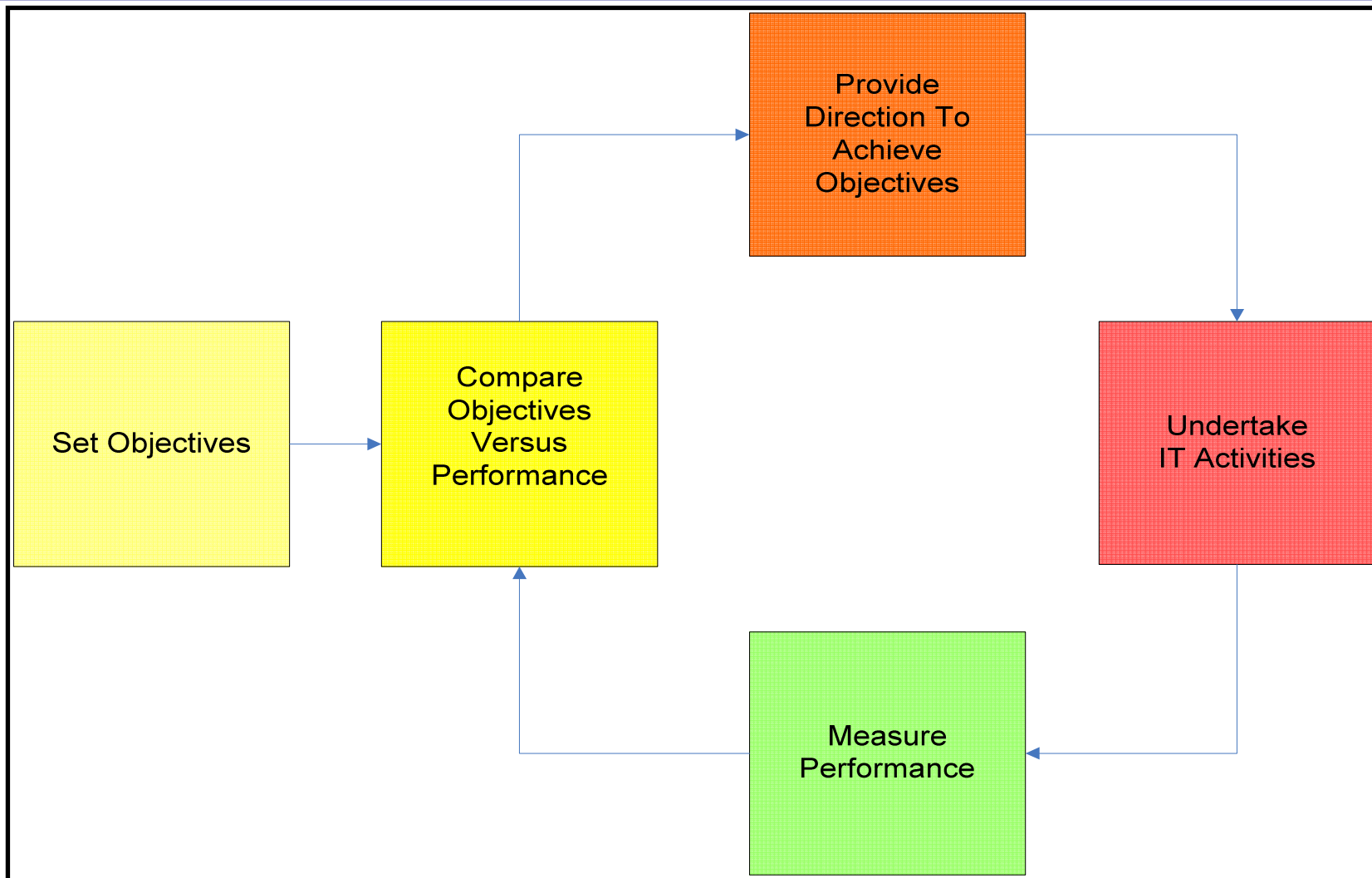


Purpose or Goal	Provide a centralized organization responsible for oversight of Information Technology work within the State of Colorado
Deliverable	Program management office structures and processes, integrated with other governance structures
Status	In progress
Analysis as Relates to Consolidation	This will be an important part of the overall governance structure as relates to processing State of Colorado work and minimizing the risk associated with undertaking such work. Some additional work will need to be completed in not only defining PMO owned and communicated processes but also integrating these processes with other governance entities.

- Using EGCs as a model a structure for the ePMO is in place.
- Need to define how the work flows between various entities and what processes are owned by the ePMO.



# Common Governance Model





# Thank you!

